

VICE CHIEF OF NAVAL

OPERATIONS

CHAMP Conference: Warfighter Nutrition Address

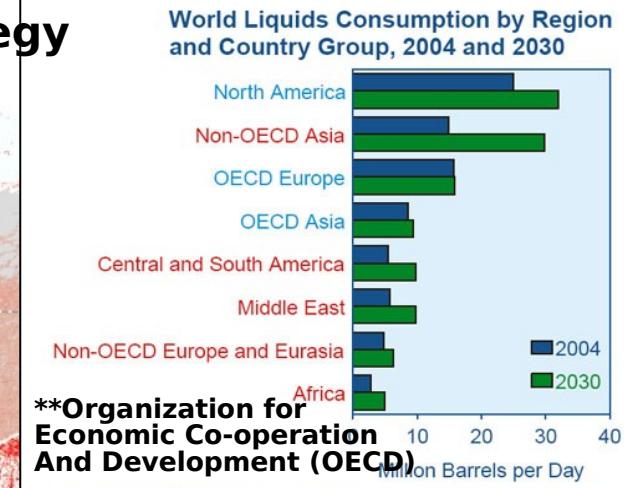
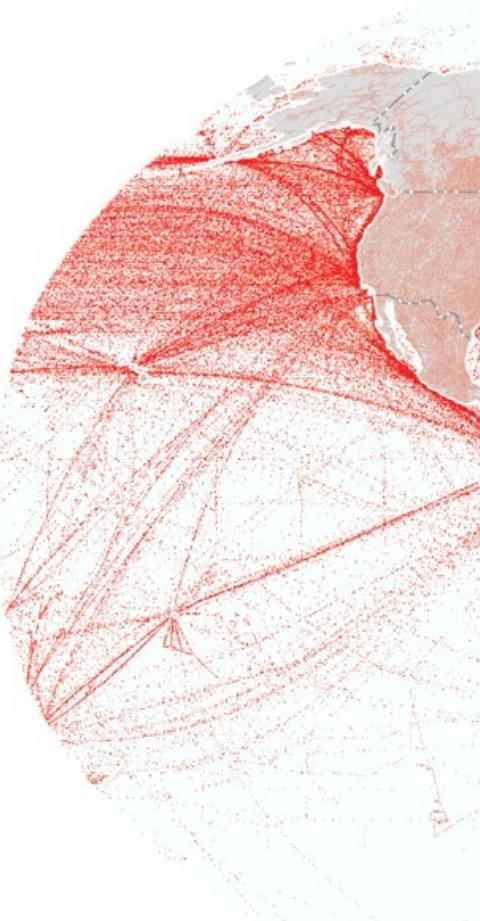
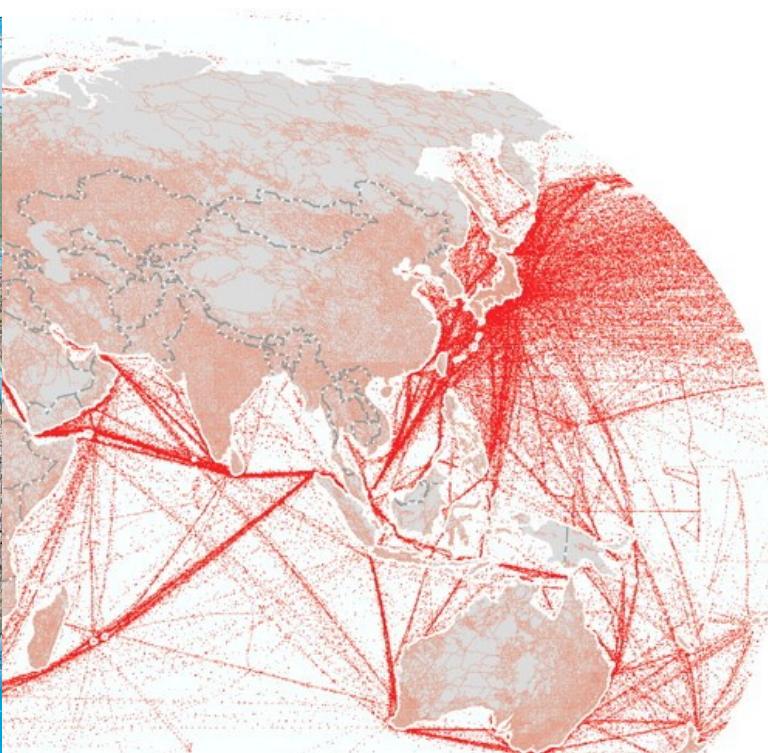


15 July 2008



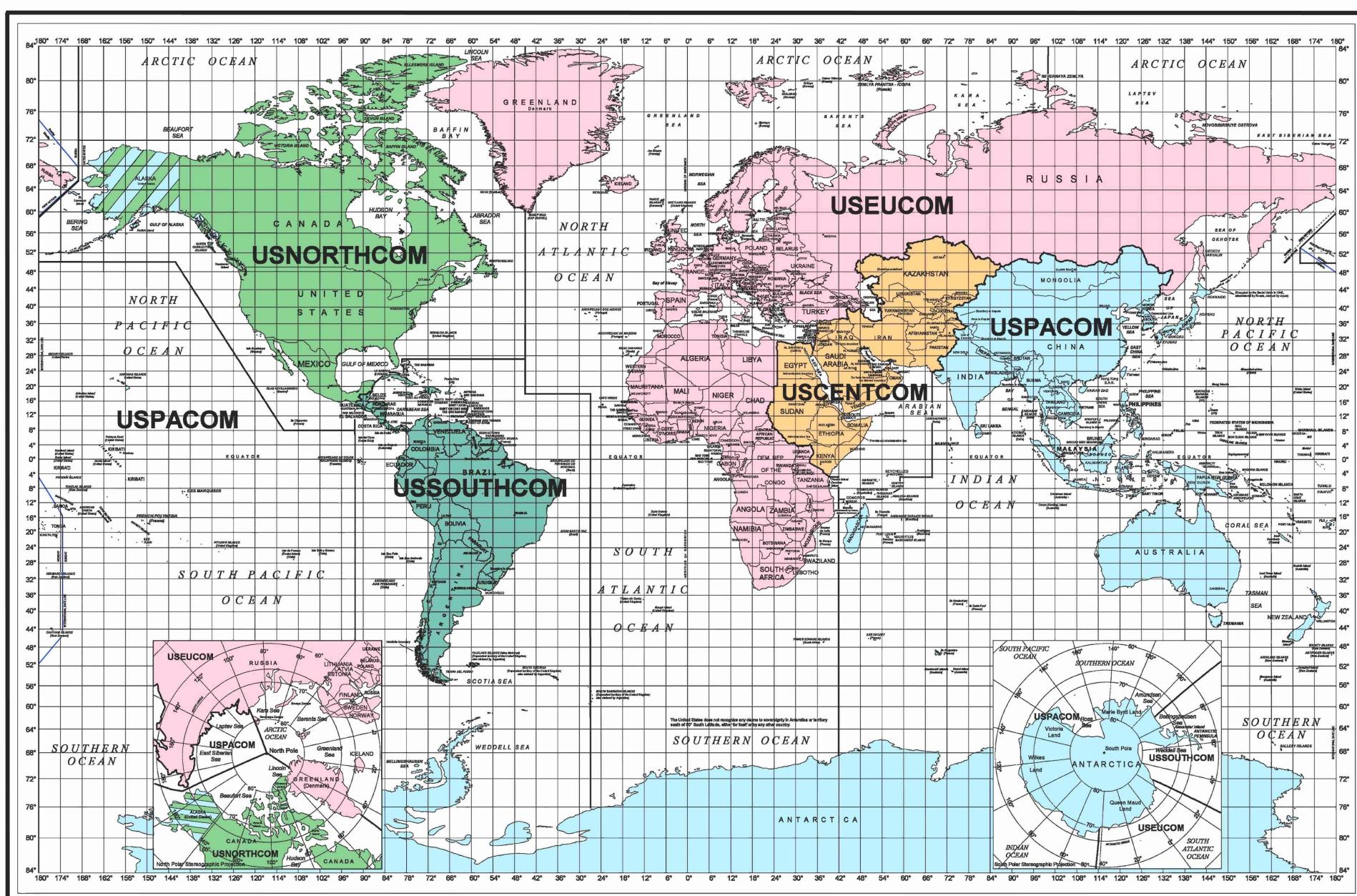
A crossroads of military and economic interests

Shipping Lanes Emphasized in the Maritime Strategy



- Evolving political and economic ties
- Increasing global demand for resources and raw material
- Rapid military modernization
- Competing national interests
- Regional and International disputes

THE WORLD WITH COMMANDERS' AREAS OF RESPONSIBILITY





Middle East Area of Operations

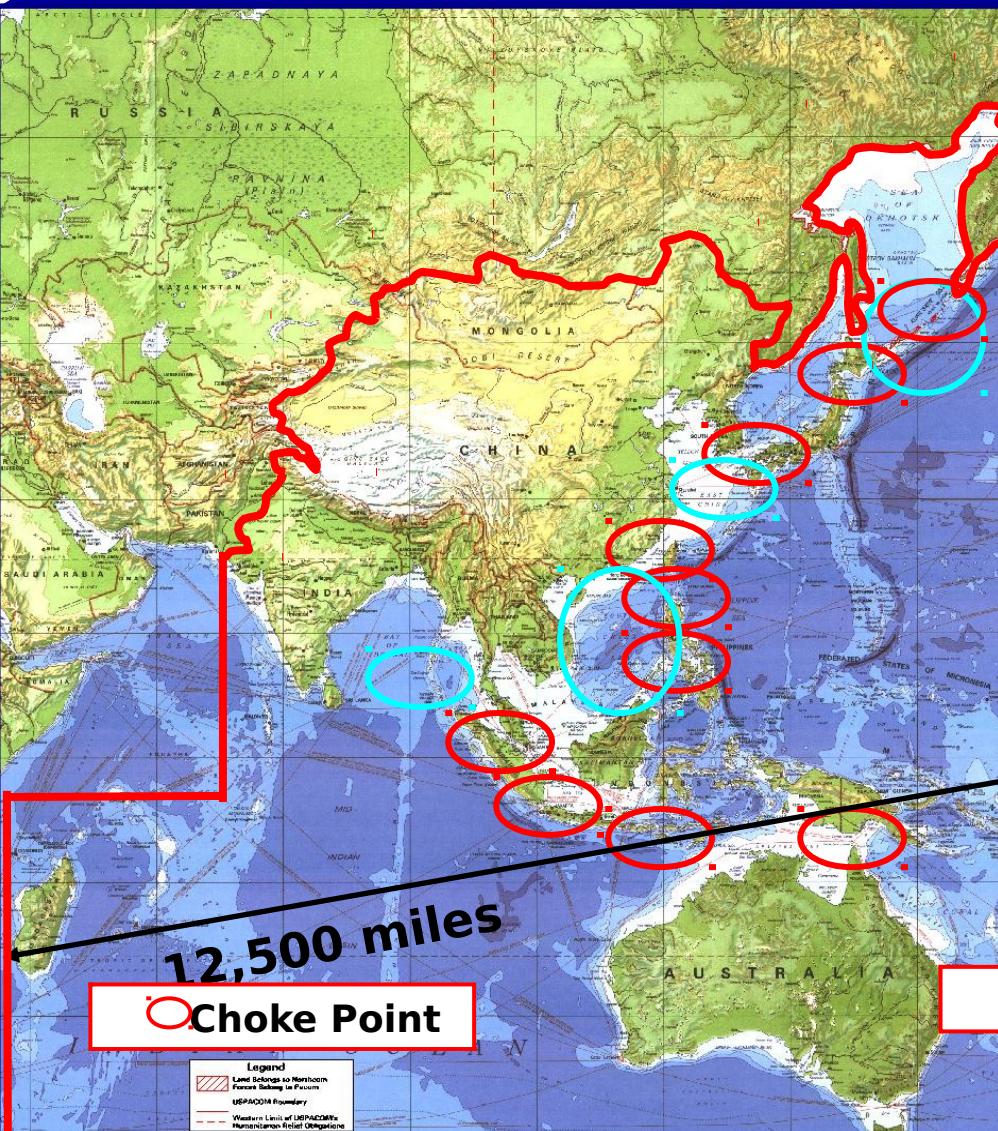
- 27 Nations
- 3 Critical Chokepoints
- 2.5 million square miles
 - > 10K ships/dhows transit daily
- 80% of global energy reserves
- Religious home to 1.5 Billion Muslims



○ Choke Point



Pacific Area of Operations



- 41 Countries, 20 territories and possessions (10 US territories)
- Numerous Critical Choke Points
- 105 million square miles (15 time zones)
- Over 50% of the Gross World Product
- 38% of US trade
- World's 6 Largest Armed Forces
 - US, CH, RS, IN, DPRK, ROK
- Home to over 542 Million Muslims
 - Indonesia - world's largest Muslim population

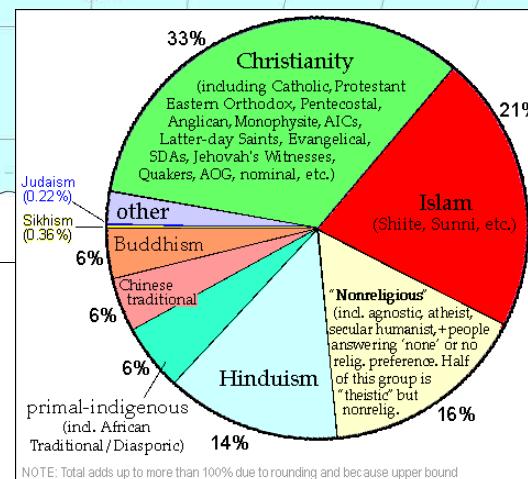
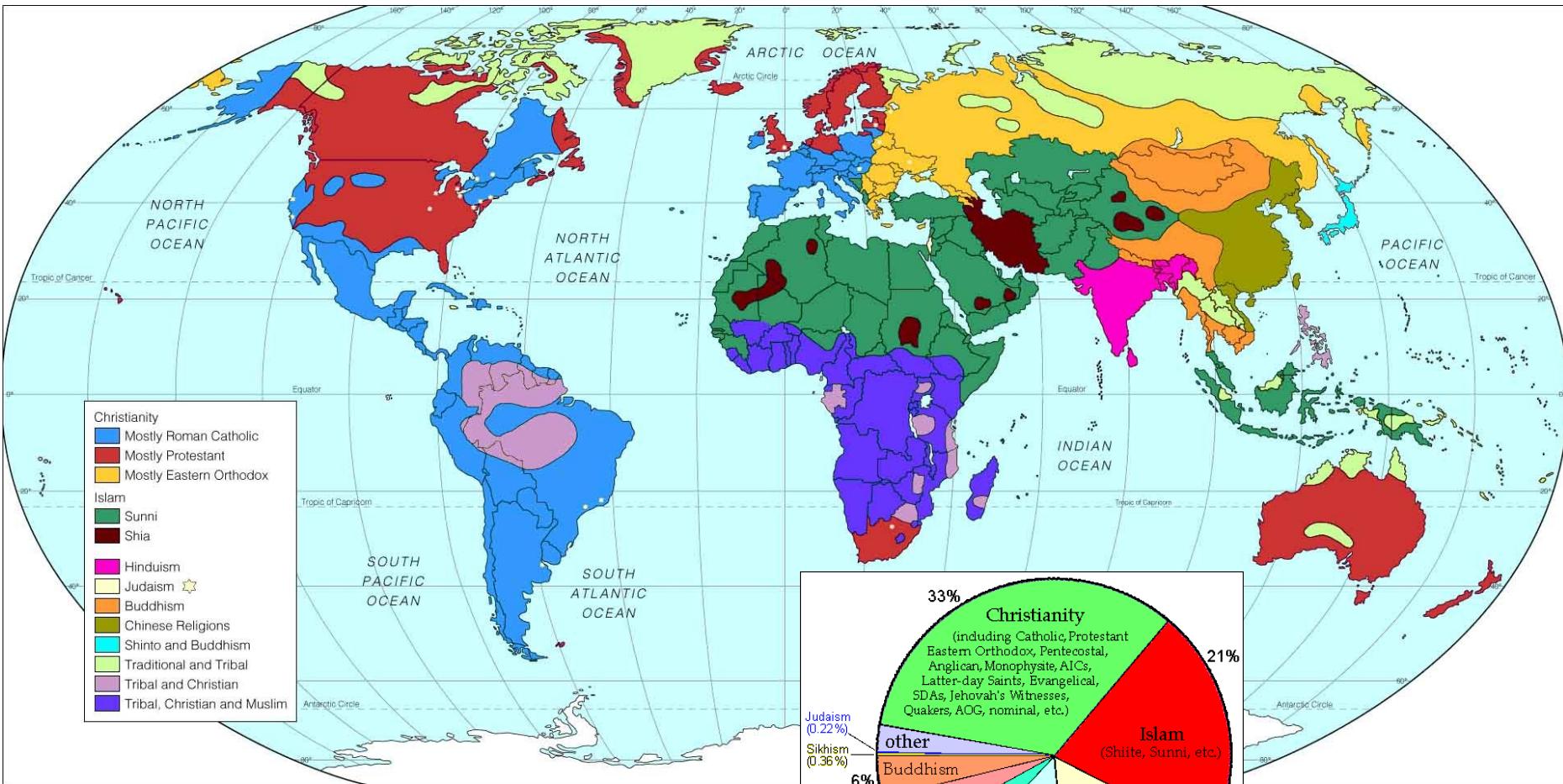
○ Contested Sea

PACFLT AOR
1002
MERCATOR PROJECTION

From the west coast of the United States mainland to the east coast of Asia

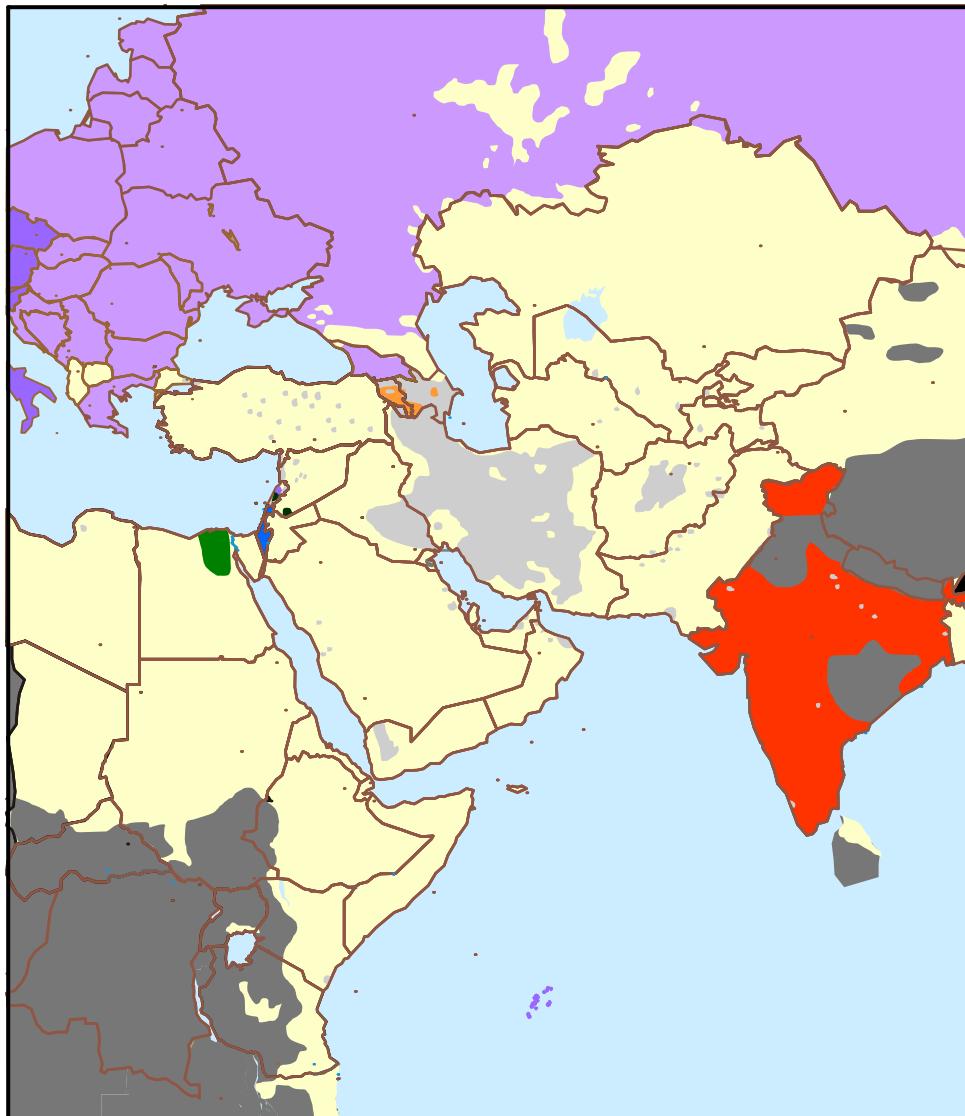


Major World Religions





Middle East Regional Religious Groups



- Sunni majority
- Shia majority
- Druz majority
- Jewish majority
- Coptic presence
- Armenian Orthodox
- Eastern Orthodox
- Western Christian
- Hindu
- Other

AOR ENCOMPASSES:

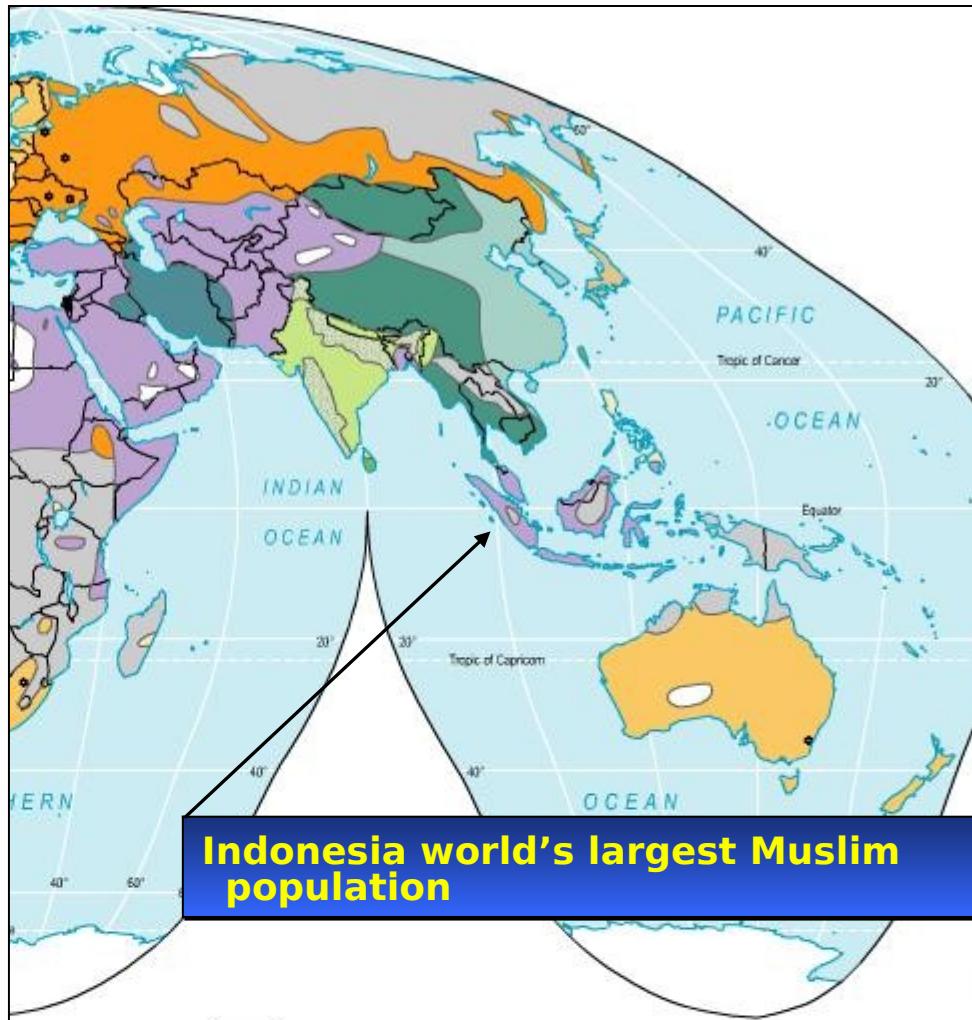
483+ MILLION PEOPLE

4 MAJOR RELIGIONS

Islam, Christianity, Judaism,
Hindu



Western Pacific Regional Religious Groups



- CHRISTIANITY**
 - Mostly Roman Catholic
 - Mostly Protestant
 - Mostly Eastern Orthodox

- ISLAM**
 - Sunni ■ Shiah

- HINDUISM**
 -

- BUDDHISM**
 -

- CHINESE RELIGIONS**
 -

- SHINTOISM and BUDDHISM**
 -

- TRADITIONAL and SHAMANIST RELIGIONS**
 -

- ★ JUDAISM



Globalization

- Communications, Transportation, and Information Technology, and Economics link all nations in every way, all the time
- Events in one region have immediate impact in other regions
- The ramifications shape the security issues we'll face





Security Ramifications of Globalization

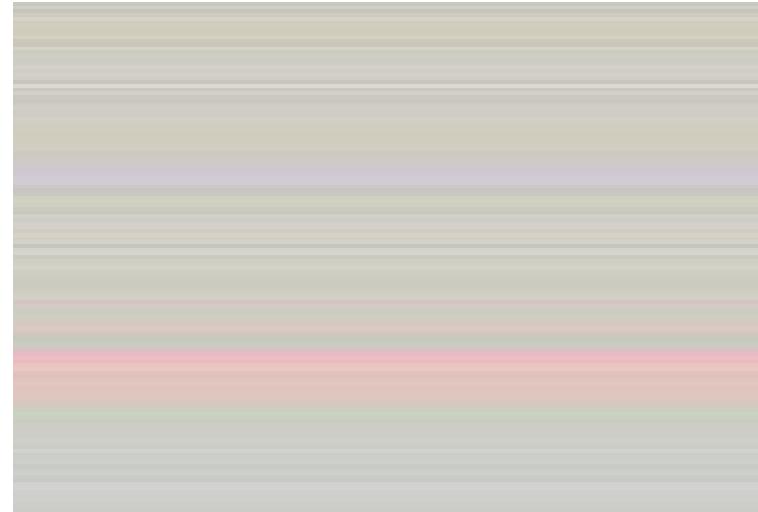
- Transnational organized crime
... drugs, illegal arms, smuggling, human trafficking
- Transnational, non-state sponsored terrorism
- Proliferation of WMD
- Cyber-terrorism
- Corruption in government and business
- Migration and illegal immigration
- Transnational health issues
- Demographics...urbanization
- Pressurization of cultural, religious and value differences...greater awareness of contrasts... clash of ideology





Ideology of Takfirism

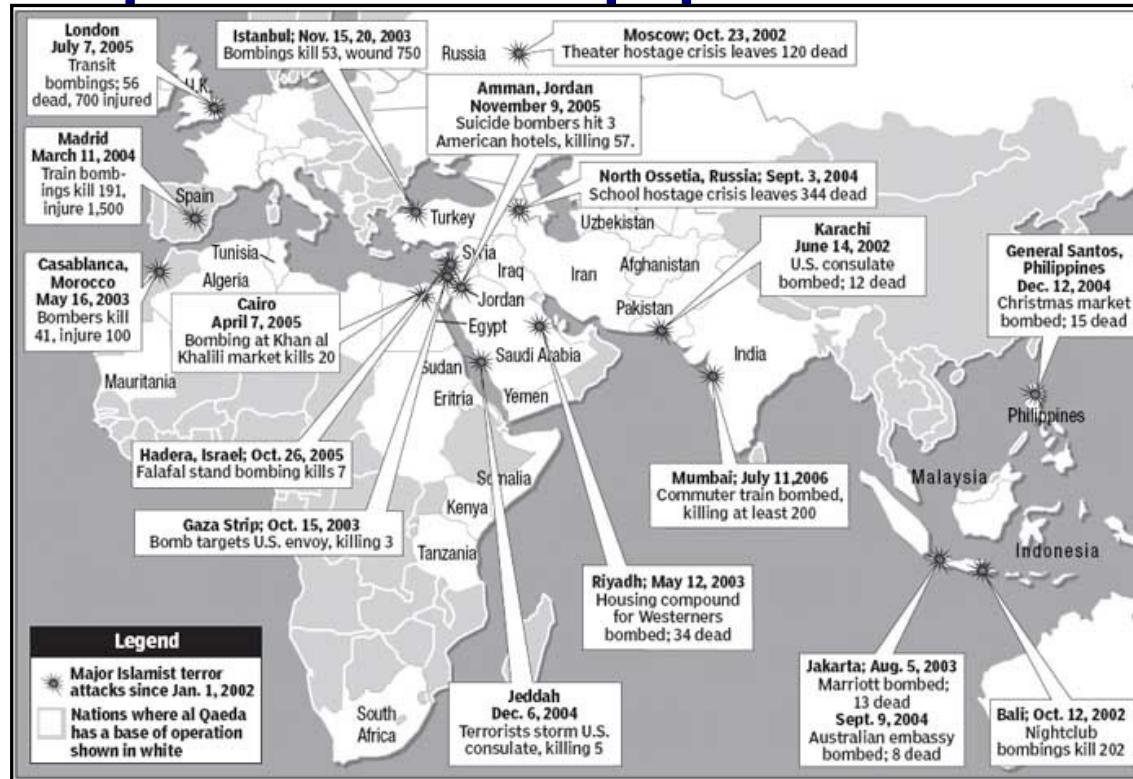
- **View Islam as under attack**
- **Peaceful coexistence with the impure not possible**
- **Violence in defense of purity is the only solution**
- **No middle ground in this epochal conflict**
- **“Jihad” is a duty before God**
- **Martyrdom is the goal**





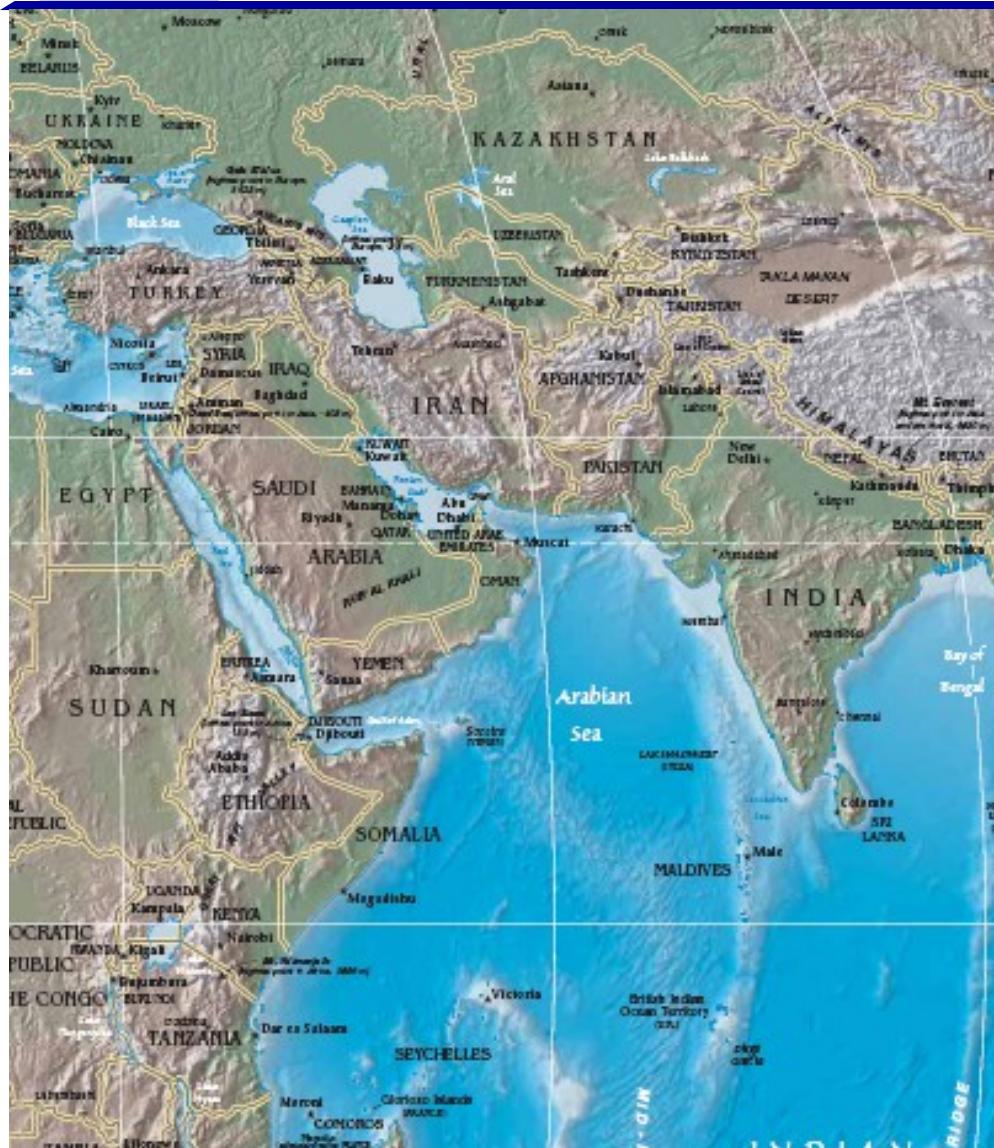
Ideological Objectives

- Defeat the coalition forces within the region
- Drive western influence from Arab countries
- Overthrow “apostate” Arab governments
- Establish and expand a new Caliphate
- Exploit frustrated populations

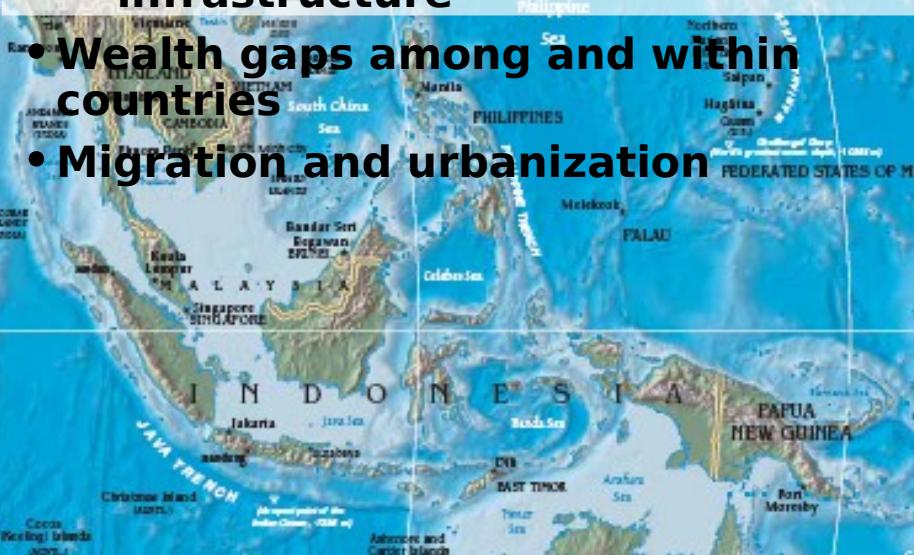




Challenges for the Nation-State



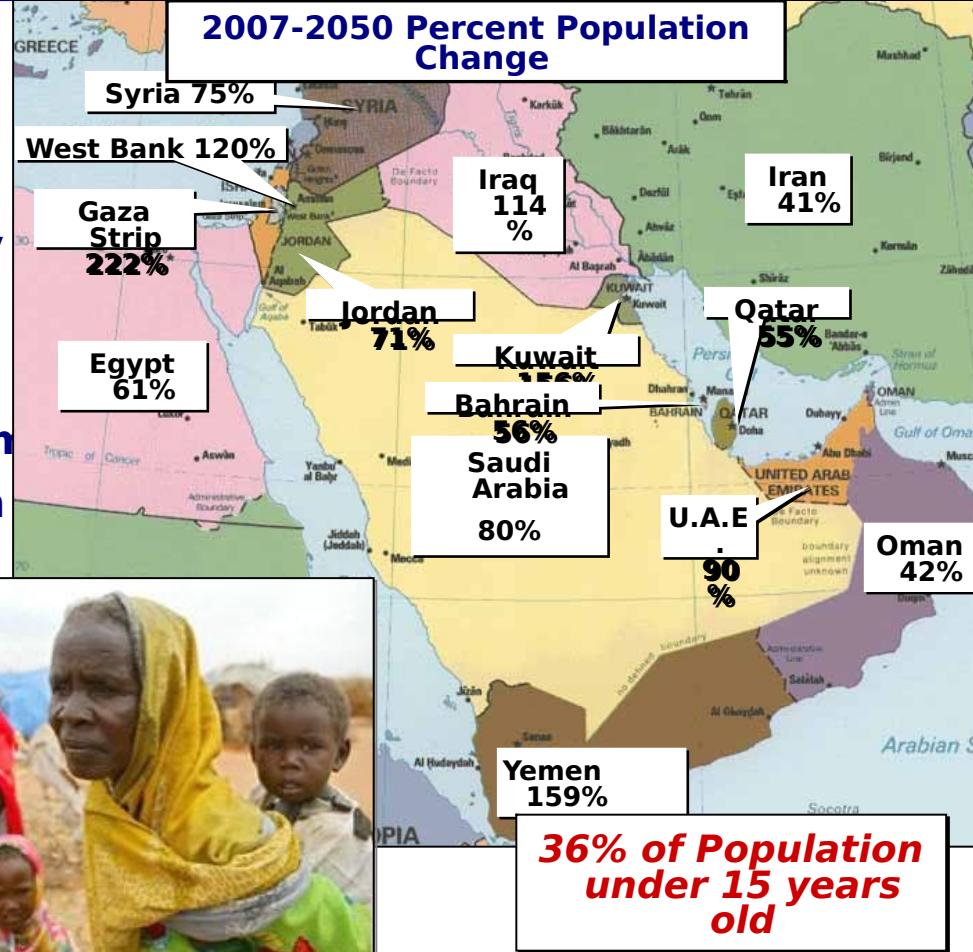
- Growing demand for resources
- Shifting / expanding spheres of influence
- Blurring of internal and external threats
- Role / relevance of government
- Huge populations and rapid growth in less developed nations
 - Stresses economic, social, political and educational infrastructure
- Wealth gaps among and within countries
- Migration and urbanization





Middle East Challenges

- Iran concerns
- OIF/OEF
- Effects of colonial legacy on self-governance
- Rapid integration of global economy
- Proliferation of technology
- The information explosion...IT and Media
- Collision of modernity and extremism
- Population explosion creates “Youth Bulge”



Diminishment of traditional notions of national sovereignty

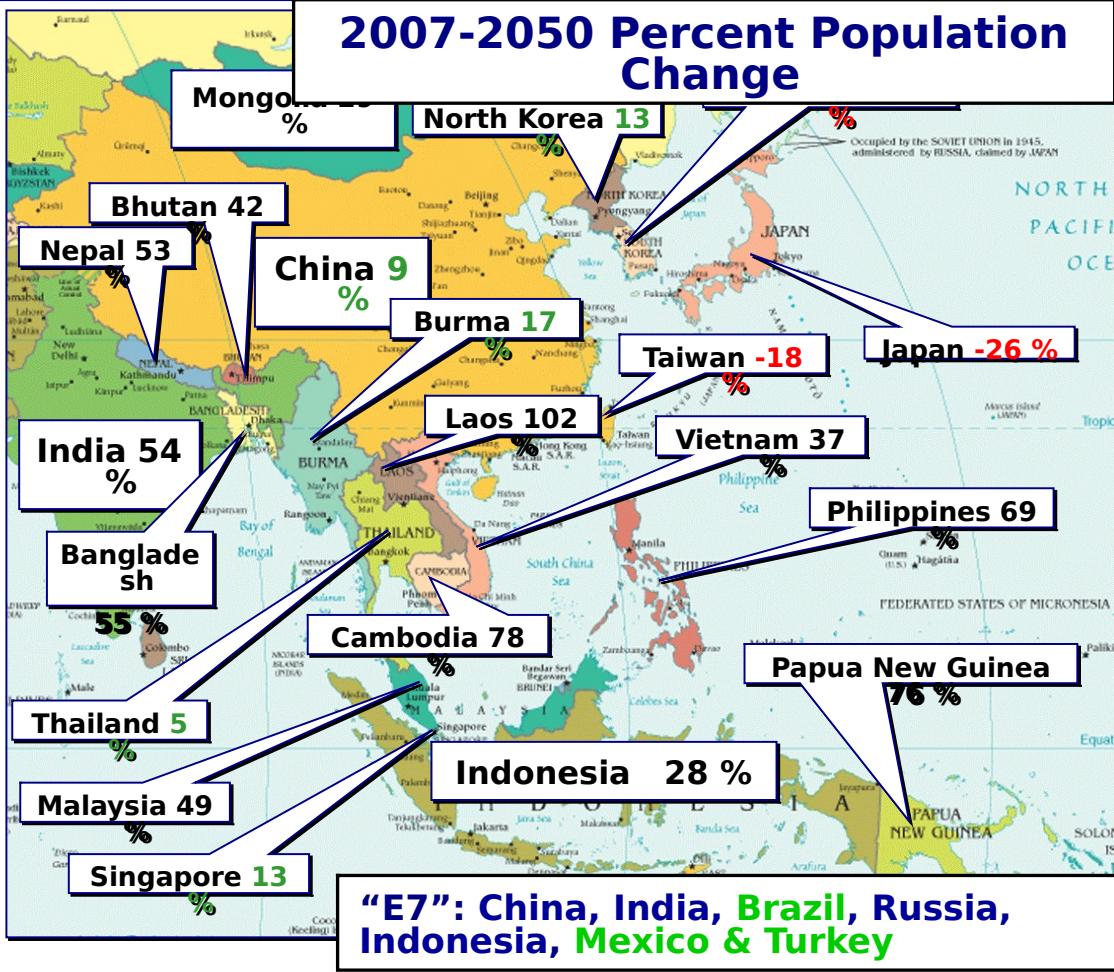
... what it means to be a sovereign nation state ...

National security cannot be guaranteed by military



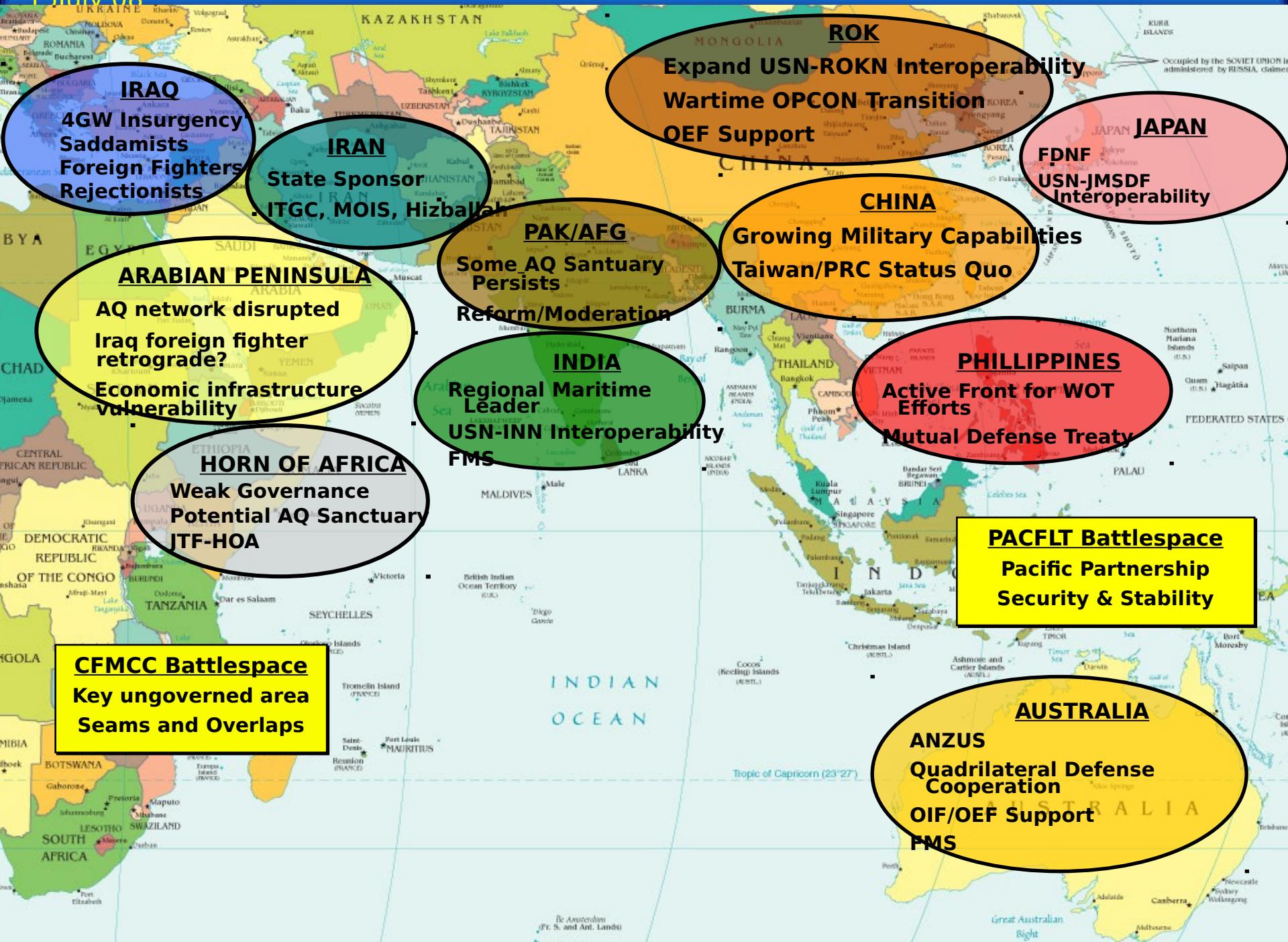
Western Pacific/Asia Challenges

- Rising World Powers - China & India
- Rapid Economic Growth
 - “E7” could overtake “G7” by 2050
- North/South Cultural Split
- Population Growth
 - North - “Graying” Population
 - >30% over 65 by 2050
 - South - “Youth Bulge”
 - >35% under 15 by 2050
- Emergence of extremist groups in Southeast Asia
- Potential Conflict Areas
 - Korean Peninsula
 - Taiwan Strait



Shifts in military and economic balances create historic opportunities...and risks

15July 08





What is the Long War?

- **Conditions-based force reduction in OIF and OEF**
- **Long-term fight against terrorist organizations world-wide**
 - Common ideologies and ultimate vision of a new Caliphate furthered through asymmetrical methods
- **Reposturing to a smaller, more expeditionary, more capable force drawn to the region as & when needed**
- **Years vice months**



Our Challenge

How to maintain the pressure on terrorist organizations while regional partners assume greater role in their own security and the region's economic stability...

...without burning through our resources along the way

This is an endurance race - not a sprint!



Global Operations Snapshot

Deployed Personnel:
56,909

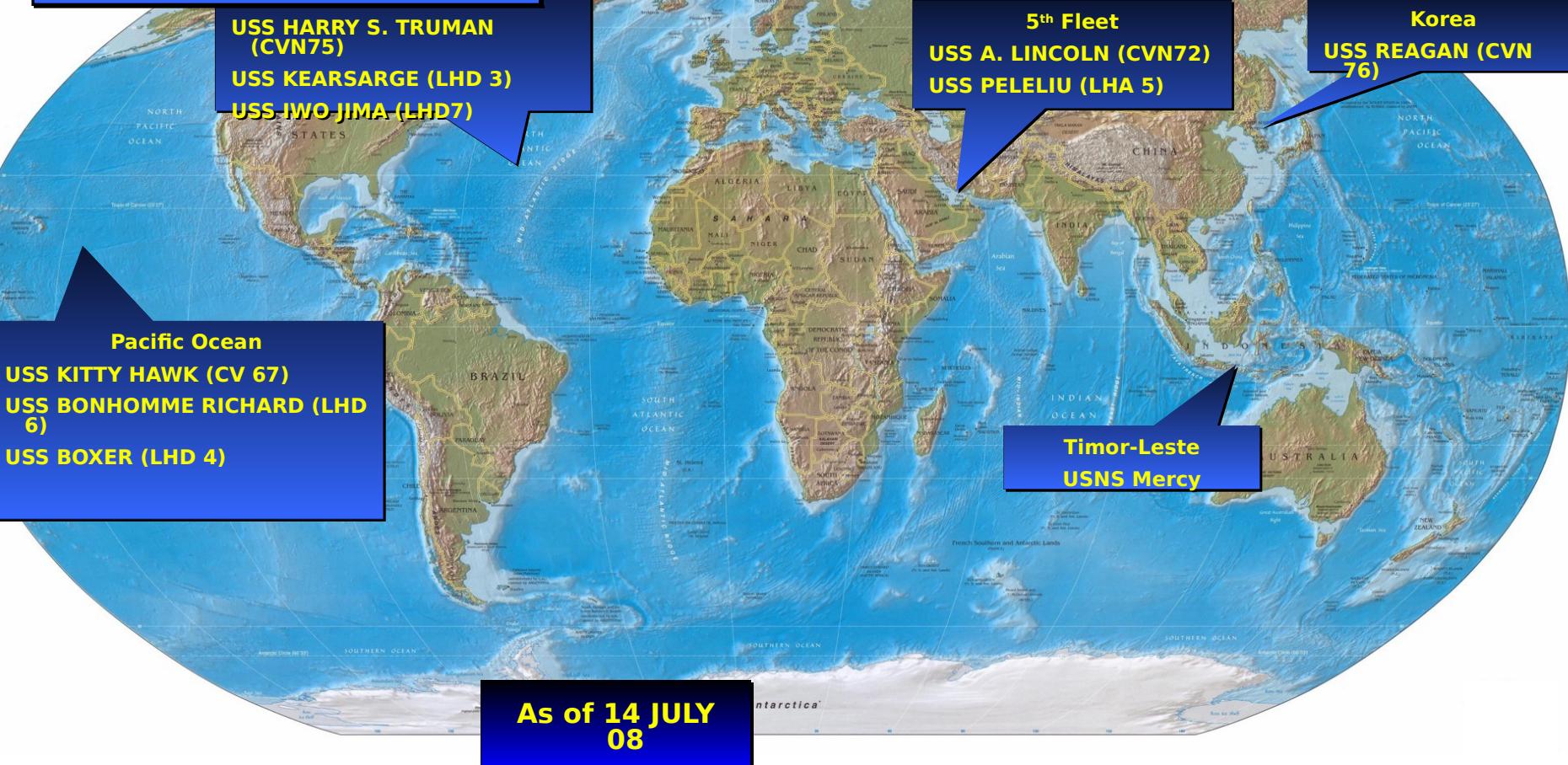
Boots on the Ground:
14,375

Deployed Ships: 101 (36%)
Deployed Submarines: 20
(37%)

USS HARRY S. TRUMAN
(CVN75)
USS KEARSARGE (LHD 3)
USS IWO JIMA (LHD 7)

5th Fleet
USS A. LINCOLN (CVN72)
USS PELELIU (LHA 5)

Korea
USS REAGAN (CVN 76)





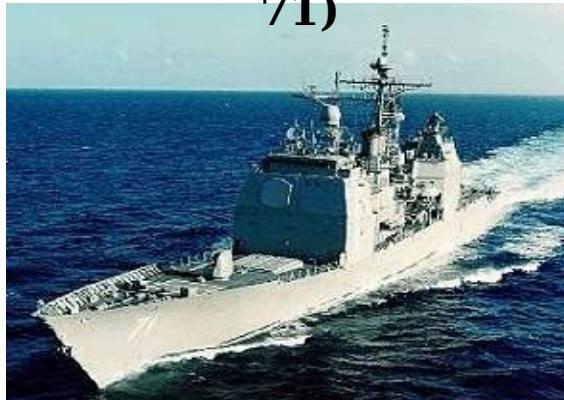
The Sailor of the Future

The Talent We Need to Man the Future Fleet

QUINCY (CA 71)



CAPE ST GEORGE (CG 71)



CG (X) 71



Commissioned: **Dec 1943**

Complement: **1,142**

Sensor Range: **60 miles**

Weapons Range: **18 miles**

Battlespace Awareness: **60 miles**

Commissioned: **June 1993**

Complement: **~380**

Sensor Range: **256 miles**

Weapons Range: **800+ miles**

Battlespace Awareness: **Theater Wide**

IOC: **2023**

Complement: **↓ ≈ 150**

Sensor Range: **500+ miles**

Weapons Range: **1000+ miles**

Battlespace Awareness: **Global Information Grid**

***With changing force structure and missions
comes a new type of Sailor***



Manning the Future Force





Questions?





Category Description

NAVY HQ

CMM's, N-Code Updates
 C/B Visiting USN Flags
 SECNAV Meetings
 Block Time
 Unspecified Hold Time
 Lunches w/ASN's, Navy Personnel
 OPNAV All Hands Calls
 Daily Wrap-up

FLEET

Fleet Visits
 VTC w/ CFFC/PACOM/CNE
 Fleet All Hands Calls
 VCNO Ship Embarks
 USNA/ NROTC/ NPS Events

JOINT

SECDEF/DEPSECDEF Meetings, DAWGs,
 JROC's, Tanks
 COCOM Conferences
 C/O, C/B Service Chiefs/Vice Chiefs
 Warfighter Talks
 Speeches at Joint Venues (e.g. NDU)

CONGRESS

Hill Calls
 Luncheons with Congress
 VCNO Testimony before Congress
 Testimony Hearing Preps

NAVY FAMILY

Promotion/Retirement Ceremonies
 Personal Staff Award Ceremonies
 Visit Wounded at NNMC
 Veteran Group Engagements

INTERNATIONAL ENGAGEMENT

Official Counterpart Visits
 C/B Foreign Flag Officers/Officials
 Travel to Foreign Countries
 International Symposia (ISS, RUSI, etc)

INDUSTRY

Industry Breakfasts/Lunch/Dinners
 Defense Assoc/USNL Mtgs/Conf
 C/B Industry Executives
 Site visits to Industrial Facilities
 Ship Commissionings/Christenings

MEDIA

Media Interviews
 Media Breakfasts/Luncheons
 Media Roundtables/Editorial Boards

EXEC DEVELOPMENT

Flag Detailing/Mgt Meetings
 AFOTS Flag Conferences
 NFOTS
 Former CNO Conferences
 Flag Officer Mentoring Sessions
 C/B Retired 4-Stars, Former CNO/VCNOs
 Executive Business Course (EBC/NBC)
 VCNO LEAVE (capped 8 hrs/day)

ENTERPRISE

Visits to Navy Enterprise locations
 Enterprise-related meetings

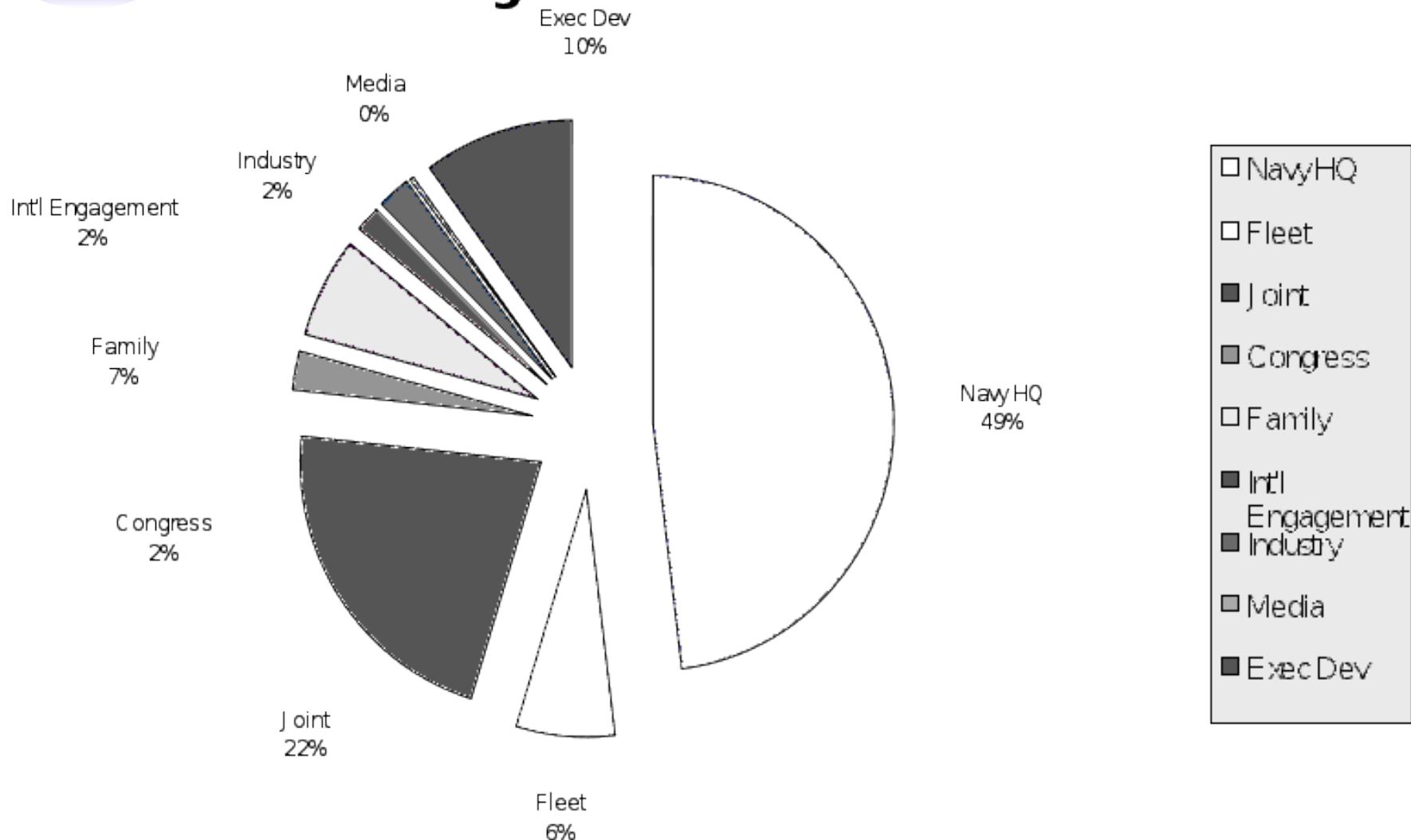
POM

POM-10 meetings
 CEB-V



VCNO Schedule Analysis

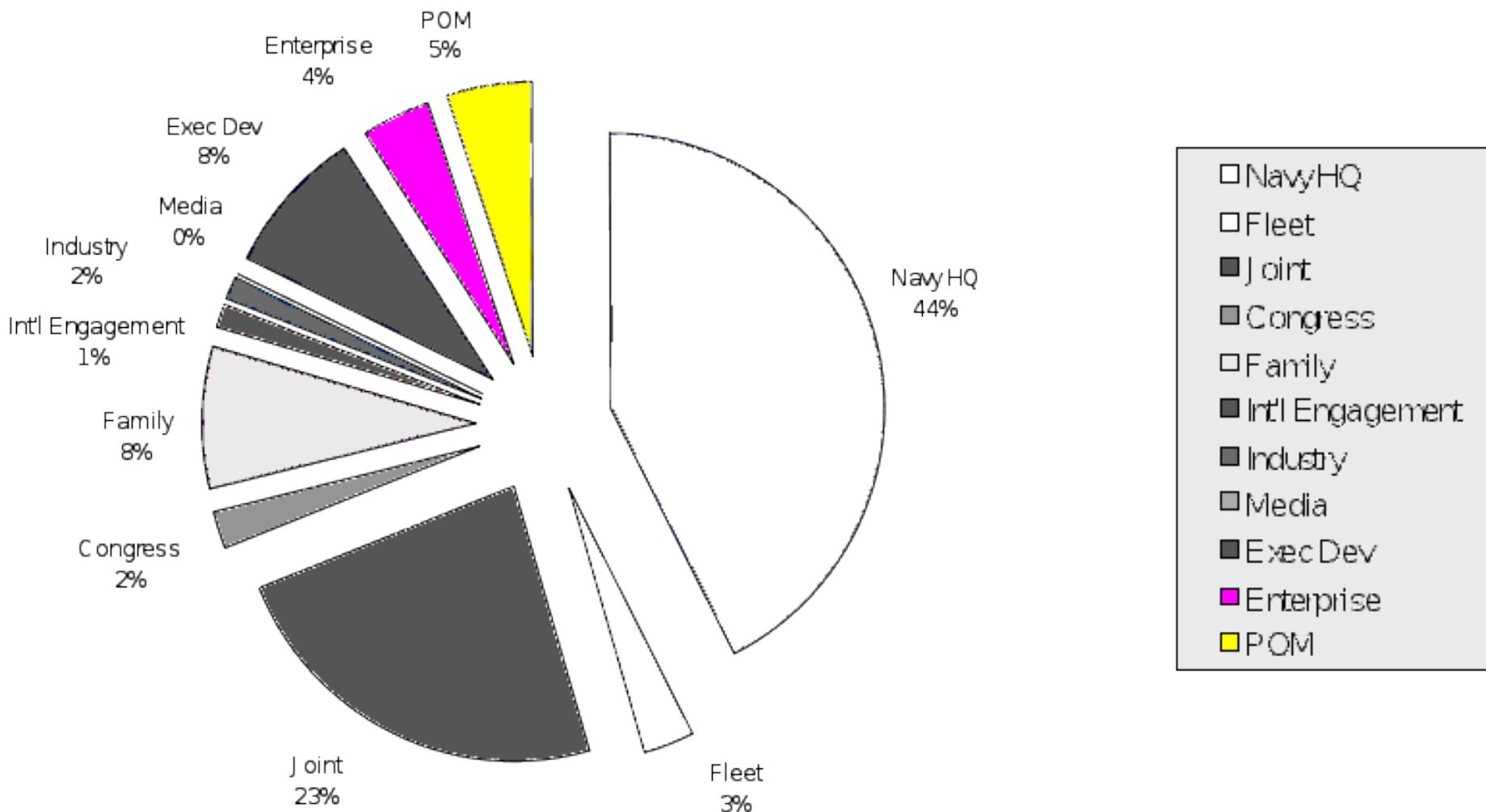
Average APR-DEC 2007





VCNO Schedule Analysis

Average JAN-JUN 2008





Surface Ship Manning

World War II



DD complement: ~220



CA complement: ~620



BB complement: ~1880

Current Manning



FFG 7 current complement: ~105



DDG 51 current complement: ~270



CG 52 current complement: ~310

Projected Manning



LCS complement: ~75



DDG 1000 complement: ~114

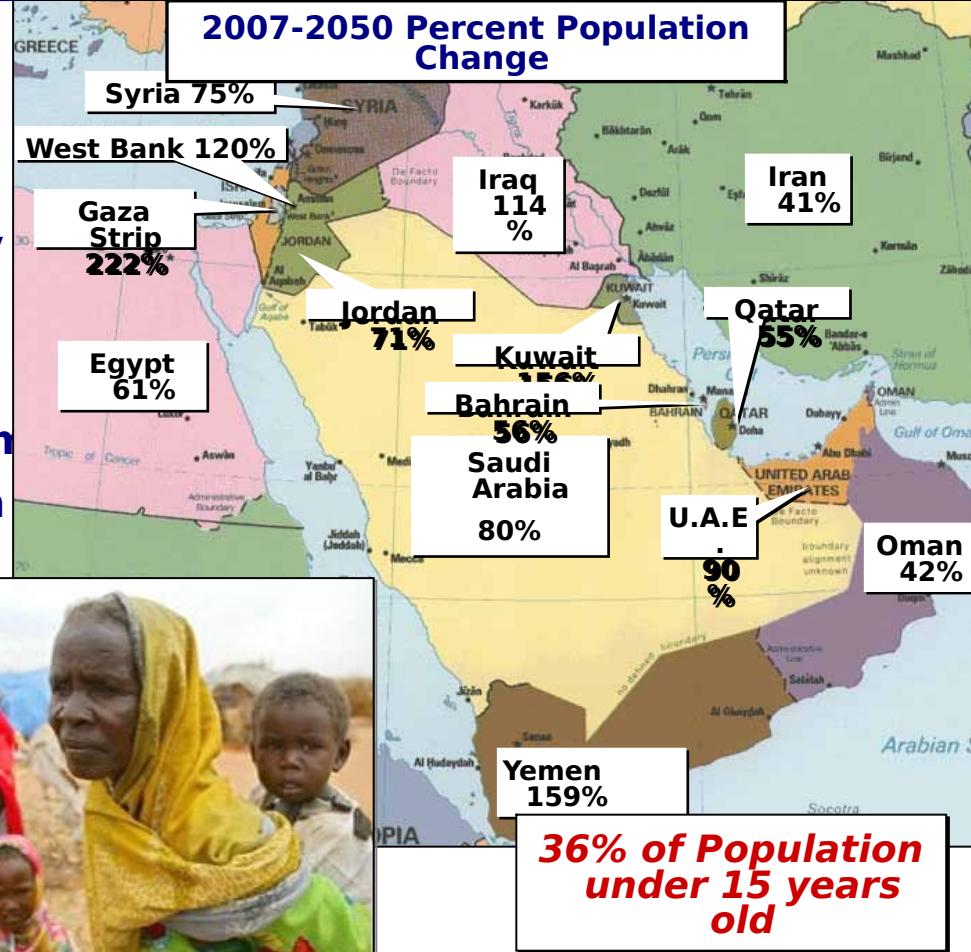


CG(X) complement: ~150



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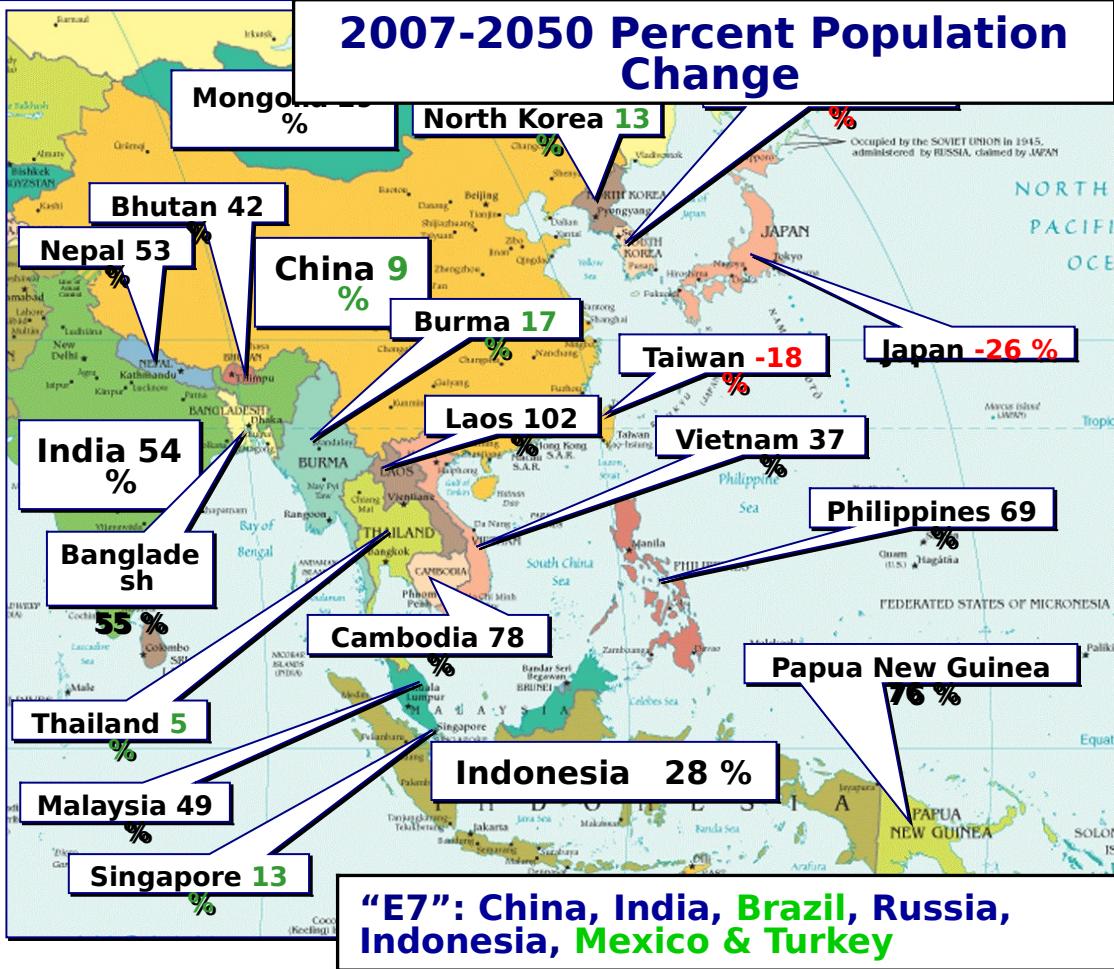
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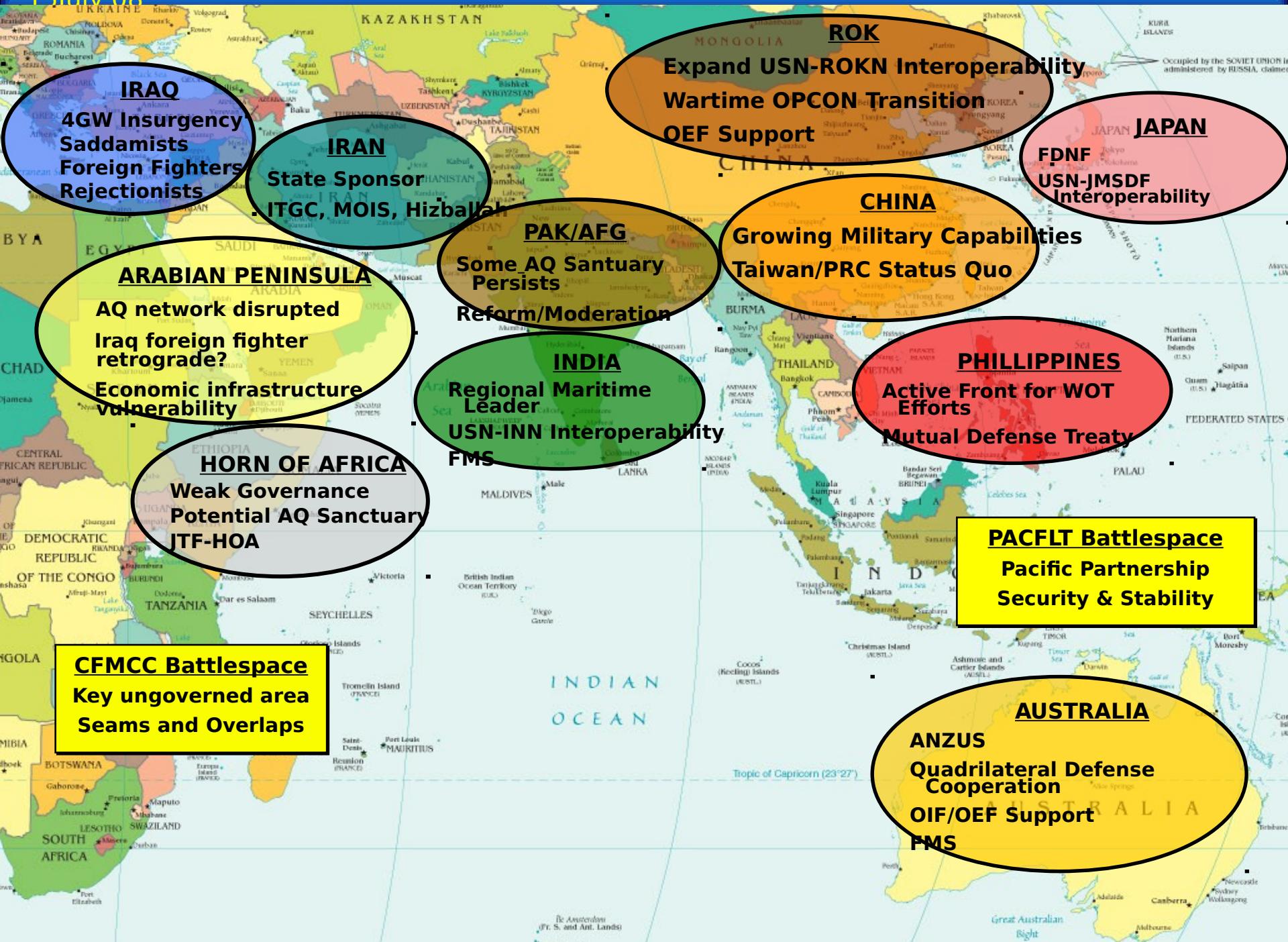
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15July 08





CFMCC Capabilities

- Carrier Strike Group
 - CVN
 - Cruisers (CG), Destroyers (DDG), Frigates (FF / FFG)
- Expeditionary Strike Group
 - Amphibs + Combatants + HQ element
- C² Ships
- Combatants
 - CG, DDG, FFG, FF
- Maritime Patrol Aircraft
- CG Patrol Boats
- Navy Patrol Boats
- Mine Countermeasure Ships
- Ocean Going Tugs
- Submarines
- Logistics Ships
 - Oilers, High Speed Vessels, Supply, Survey



49 Ships from 18 Coalition Partners



CFMCC Intentions

- Employ the Combined Maritime Force (CMF) to ...
 - Deny terrorist use of the maritime environment
 - Prevent terrorist acts at sea and ashore
 - Deter, disrupt, destroy terrorist organizations
 - Prevent terrorist acquisition and use of Weapons of Mass Destruction
 - Kill or capture terrorists





CFMCC Intentions

- Continue to strengthen CMF effectiveness by ...
 - Synchronizing effects
 - Eliminating seams M/V Delta Ranger
 - Synchronization with other Components, JTF's and agencies
 - Integration of all-source intelligence / information
 - Force packaging and task force organization... Effects
 - Operating area boundaries
 - Command, Control, Communication ... ROE





CFMCC Intentions

- Shape Theater Security Cooperation activities to encourage and enable regional partners participation in Maritime Security Operations
- Be relentless in prosecution of our mission and ruthless to our enemies ... but, do not forfeit the moral high ground or compromise our moral authority.





CFMCC Intentions

Take full advantage of CMF capabilities while factoring political equities and authorities of each CMF member nation.





POM-09 Budget

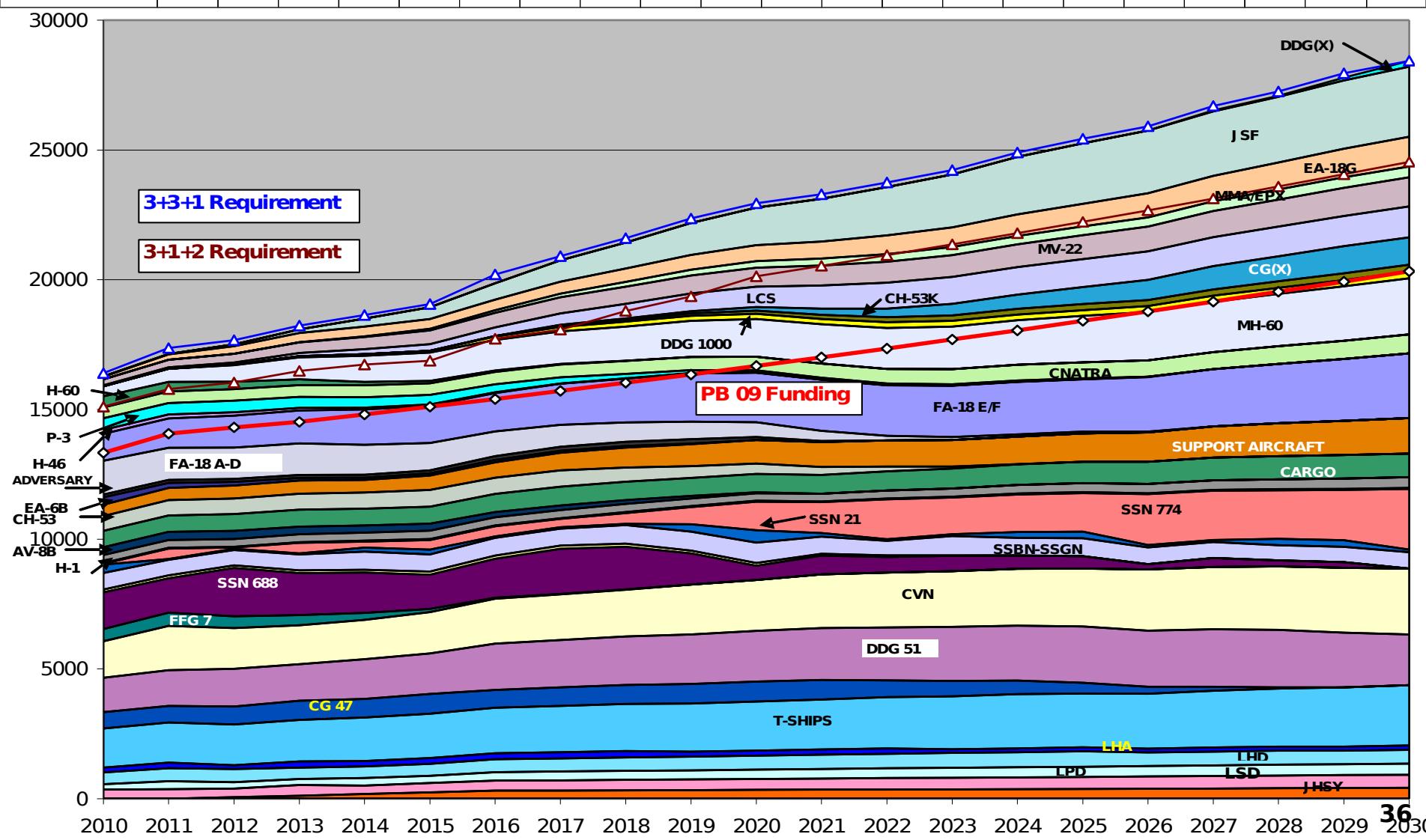
- DoN FY09 budget of \$149B (\$10.2B increase over FY08) executes our Maritime Strategy by:
 - *Building tomorrow's Navy and Marine Corps*
 - Funds 47 new ships and 1102 aircraft during Future Years Defense Plan (FYDP)
 - \$12.4B for shipbuilding toward 313 ships by 2020
 - \$11.2B for 206 Naval aircraft
 - Continues to support growing Marine Corps to 202,000 active end strength
 - *Ensuring our Fleet is ready to fight today*
 - Includes operational funding to meet near-term COCOM requirements
 - GWOT
 - FRP with 6+1 CSGs
 - Includes 106 military construction projects for 1st rate installations
 - Funds critical maintenance and operations (\$42B)
 - *Developing of our Sailors, Marines, and Navy civilians*
 - Includes 3.4% increase in military pay, and a 2.9% increase in civilian pay
 - Reduction in active end strength by @2,000 to 325,300



Aviation, Ship, & Sub Operation and Maintenance Requirement vs. PB09 Funding

Reflects the Aviation Flying Hour, Aviation Depot, Ship Ops, and Ship Maintenance Programs

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ship Count	284	289	293	291	283	280	284	292	299	304	309	313	314	310	308	304	297	296	291	289	286
Acft Count	3888	3934	3916	3948	3929	3979	4014	4048	4006	3950	3931	3854	3820	3830	3860	3857	3860	3813	3776	3765	3742





Assumptions

- Inflation rates applied to: Flying Cost Per Hour, Depot Maintenance, TOA (Total Obligation Authority) per BGM 08-1. Private sector rates based on NAVSEA letter with PRIVATE SECTOR RATES dated 08 Nov 07
- Ship and Sub count numbers based on N8F's Long Range Shipbuilding Plan of 04 Feb 08
- Aircraft counts based on Projected Total Aircraft Inventory A-II PR-09 Update/POM 10 Baseline Ver 73 of 11 Jan 08, and include CNATRA aircraft
- Ship and Submarine Ops and Maintenance rqt:s:
 - Based on POM 10- SPP FY10-15, and the avg annual ship op cost by ship class multiplied by the programmed number of ships in class from FY16-30
 - MSC rqt is based on the PB09 Navy Working Capital Fund (NWCF)
 - LCS Mission Module Maintenance & Ops costs based on POM 10 SPP
 - Ship and Submarine depot, ORATA, ERATA, and RMC maintenance rqt:s are based on POM-10 schedule for FY10-15, and average annual man-days of maintenance multiplied by programmed number of ships, average port rate, and average material cost from FY16-30
 - CVN depot maintenance rqt:s based on POM-10 depot maintenance costs modified beyond the FYDP based on the programmed number of CVNs and long term availability schedule
- Aviation Ops (Flying Hour Program):
 - Operational rqt is based on POM 10 GFM scheduled demand as promulgated by N3/5
 - Rqt / Funding / Delta calculations based on Primary Authorized Aircraft (PAA), APDF 10-01 of 03 Oct 07, and include CNATRA Rqt / Funding.
 - Cost per Flight Hour values for FY10-15 come from POM-10 budget build. For new T/M/S, these values include preliminary information from the respective Program Office.
 - Cost per Flight Hour for FY16-30 based on NAVAIR 4.2's assessment of historical growth rates and includes Center for Naval Analysis aging factor calculations. Note that new T/M/S values reflect a delay in application of the aging factor in the early years of service life, which lowers the base cost in later years.
 - Programmed increase in aircraft capability is included
 - Flying Hour-Other (FO) account, approximately 11% of FHP, is not included in these charts.
- Aviation Depot Maintenance:
 - Data for FY10-15 comes from POM10 Budget Worksheet.
 - No airframe depot rqt two years prior to TMS going out of service.



Winning the War

Key Elements

- Protecting and defending the Homeland
- Offensive anti-terrorist operations
- Support mainstream Muslim efforts to reject extremism

Requires seamless blend of kinetic and non-kinetic



Cooperative Maritime Strategy

Security

Requires Speed, Precision, and Defense

Stability

Win the hearts and minds...must build trust

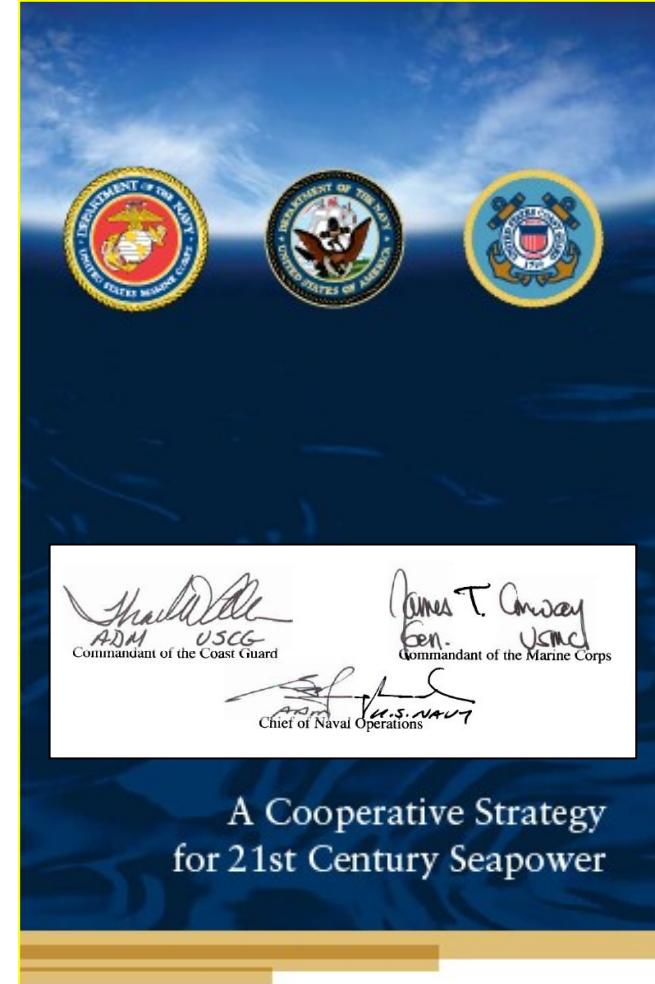
CNO

Trust and cooperation can not be surged



Cooperative Maritime Strategy

- **1st time the Sea Services have created a unified strategy**
- Horizontal, Mission-driven
- Focus on speed, agility, precision, & global reach
- Seamless operations
 - Brown to Blue water



Preventing War as important as winning wars



Maritime Strategy Core Elements

- Traditional Capabilities



- Forward Presence



- Deterrence



- Sea Control



- Power Projection



Maritime Strategy Core Elements

- Expanded Capabilities

- Maritime Security

- *Maritime Domain Awareness*



- Humanitarian Assistance & Disaster Response



Our people are the connecting link



Conclusion

- Cooperative Maritime Strategy focuses on:
 - ***Opportunities - not fear***
 - ***Confidence - not doubt***
- We can not meet 21st Century Challenges alone
 - ***We must rely on our maritime partners***
- Cooperative Maritime Strategy is a *living* document
 - ***Must grow and evolve to meet future threats***



MHQ with MOC Concept

Maritime Headquarters organized functionally to execute Fleet management (Service) functions as a Navy Component Commander (NCC) and operational functions as Commander of a Joint Task Force (CJTF) or as Joint Force Maritime Component Commander (JFMCC)

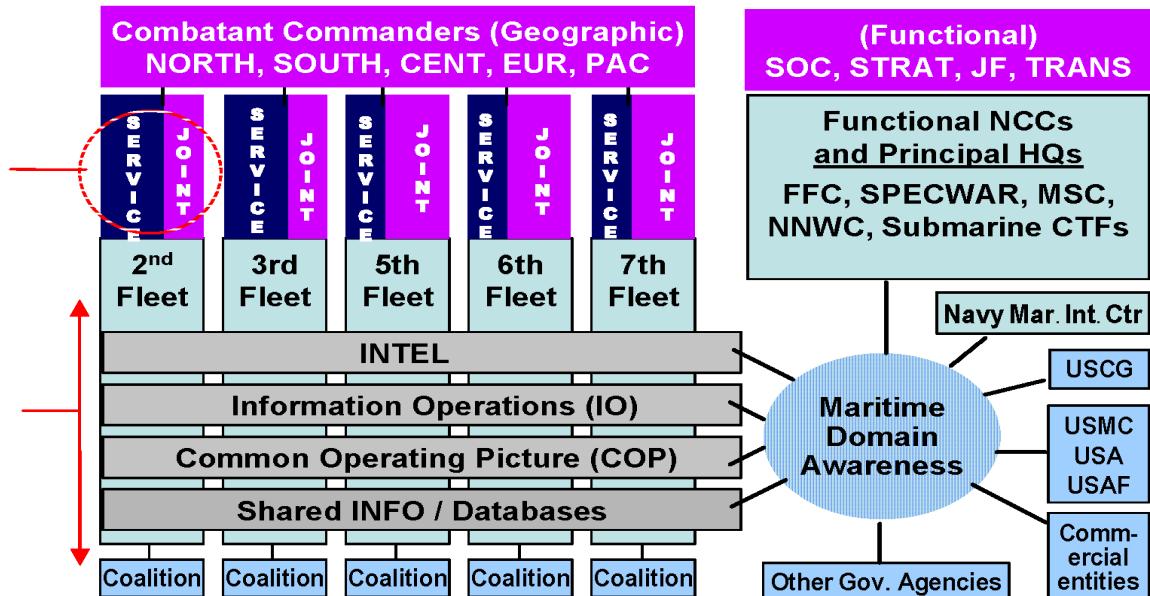
Networked globally: Maritime Ops Centers linked to share information and develop seamless Common Operating Picture (COP) across theater boundaries

Standardized: structure, processes, manning, training, and equipping



Result: Scalable and Adaptable

- Applies to MHQs ashore, afloat, and distributed
- Enhances Navy capability to command at the operational level of war



Linked to other Services, Agencies, coalition partners, Non-Governmental Organizations to enhance a key U.S. goal of maintaining global Maritime Domain Awareness (MDA)



Support to Implementation Priorities

Cooperative Strategy Implementation

Priorities

- Improve Integration and Interoperability
 - Diverse forces working seamlessly
 - High degree of coordination among Headquarters
 - Requires enhanced ability to conduct integrated planning, execution and assessment
- Enhance Awareness
 - Interagency Cooperation in pursuit of effective MDA
 - Robust information assurance
 - New partnerships with maritime commercial interests
- Prepare our People
 - Professional and unit training
 - Improved regional and cultural expertise

MHQ with MOC Initiative

- Improve Integration and Interoperability
 - Increased multinational & interagency process commonality and application are inherent in the MOC process design
 - Core processes of MOC based on UJTL
 - Architecture baseline includes interoperable/standardized systems
- Enhance Awareness
 - Global networking enables seamless information sharing across Theater boundaries - sharpens MDA focus
 - Full integration into Navy Operational Network Architecture
- Prepare our People
 - Accreditation of Maritime Headquarters
 - Maritime Staff Operators Course

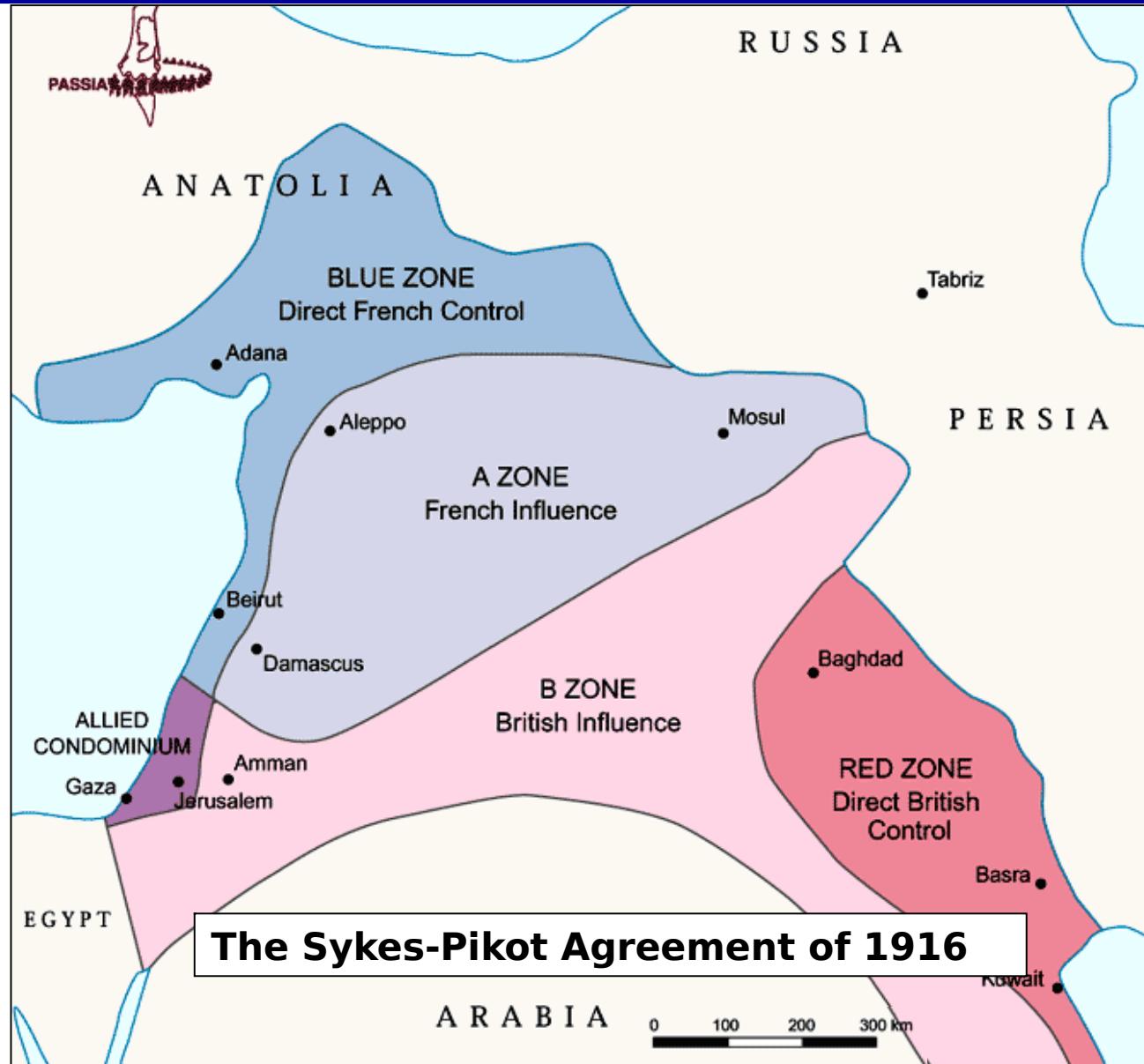


Ottoman Empire, 1798-1923



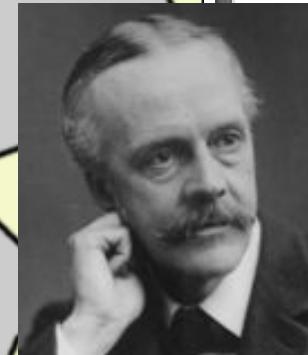
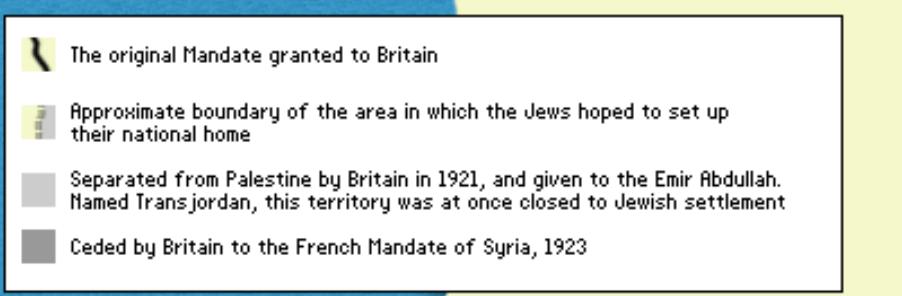


Sykes-Picot Agreement of 1916





Balfour Agreement of 1917



Foreign Office,

November 2nd, 1917.

564
126
Oct 5 -

Dear Lord Rothschild,

I have much pleasure in conveying to you, on behalf of His Majesty's Government, the following declaration of sympathy with Jewish Zionist aspirations which has been submitted to, and approved by, the Cabinet.

"His Majesty's Government view with favour the establishment in Palestine of a national home for the Jewish people, and will use their best endeavours to facilitate the achievement of this object, it being clearly understood that nothing shall be done which may prejudice the civil and religious rights of existing non-Jewish communities in Palestine or the rights and political status enjoyed by Jews in any other country."

I should be grateful if you would bring this declaration to the knowledge of the Zionist Federation.

*Yours
A. J. Balfour*



M/V Delta Ranger Incident

0 Jan 06 - Somali Pirates Attack M/V *Delta Ranger*



Return

Suspected Pirate Vessel

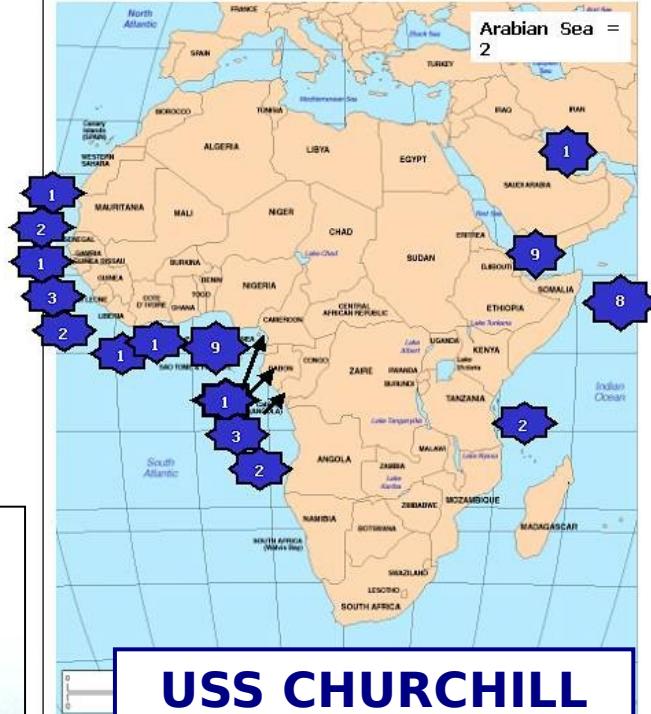
Dhow in tow



USS CHURCHILL
shadowing suspected
pirates



ICC International Maritime Bureau (IMB)
and Armed Robbery - 1 Jan to 30 September 2006
Attacks in Africa



USS CHURCHILL
boarding party

